



ARIZONA STATE HOSPITAL ADVISORY BOARD ANNUAL REPORT

**Arizona Department Of Health Services
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Arizona State Hospital Advisory Board Annual Report

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Objective and Purpose of The Advisory Board:

Established in the Arizona Revised Statutes §36-217, the Arizona State Hospital Advisory Board (“the Advisory Board”) is composed of thirteen members appointed by the Governor of the State of Arizona.

The Advisory Board advises the Deputy Director of Behavioral health Services and the Chief Executive Officer / Superintendent of the Hospital in the development, implementation, achievement and evaluation of goals, as well as communicating special Hospital or patient needs directly to the Office of the Governor.

Additional duties include providing advice related to Hospital facilities, maintenance, staffing, programs and services; standards for patient rights; budget review; community education on the role of the Hospital and coordination of services with community-based providers.

The Hospital is a component of the statewide continuum of behavioral health services provided to persons in Arizona. Under the direction of the Deputy Director of Behavioral Health Services within the Arizona Department of Health Services, the Hospital is a publicly funded facility, dedicated to the restoration and preservation of the mental health of those Arizona residents who require a state-supported level of inpatient hospitalization and rehabilitative care. Nationally accredited by the Joint Commission on Accreditation of Hospital Organizations and Medicare certified, Hospital personnel continually strive to provide state-of-the-art inpatient psychiatric care. The Hospital is committed to the concept that all patients and personnel are to be treated with dignity and respect so that personal and professional growth are maximized.

As outlined in statute, the Arizona State Hospital Advisory Board was established to perform the following duties:

- To advise the Deputy Director and Superintendent in determining goals for the state hospital and assist in evaluating the achievement of those goals;

- To advise the Deputy Director and Superintendent with respect to hospital facilities, maintenance, staffing, programs, services and policies;
- To monitor compliance with standards for patients' rights;
- To review all budget requests regarding the state hospital and advise the Deputy Director, the Superintendent and the legislature concerning the annual budget for the state hospital;
- To assist in educating the community concerning the role of the state hospital in meeting the needs of the mentally ill;
- To review and advise the Deputy Director and Superintendent on the coordination of services, programs and policies between the state hospital and community mental health care programs and facilities, including admission, discharge and after-care;
- To review and advise the Deputy Director and Superintendent regarding contracts for use of hospital facilities for other programs, services and agencies;
- To assist in identifying and obtaining alternative funding sources for state hospital programs;
- To carry out other responsibilities as the Deputy Director may request.

Effectiveness in meeting the objectives and purpose

The Arizona State Hospital Advisory Board has met its objectives in the following ways: First, the board meets at least every other month with its members, the hospital Superintendent and the Deputy Director to receive updates on Hospital activities, budget, legislative and programmatic overviews. Strategies to address Hospital issues are discussed and implemented.

During the past ten years, the Hospital has undergone dramatic changes, not least of which has been the construction and opening of the new 200 bed Adult Civil and 16 bed Adolescent Facilities in 2002 & 2003. The Arizona State Hospital Advisory Board assisted in and reviewed the design-build plans and was represented on the Arizona State Hospital Capitol Construction Commission which provided oversight to the project.

New programs have been established to restore defendants to competency to stand trial, to treat individuals adjudicated as guilty except insane and to treat sexually violent persons.

Monies to purchase atypical psychotropic medications were appropriated by the legislature. These medications are more expensive but far more effective in the treatment of mental illness, allowing the Hospital to achieve an average length of stay for adult civil patients of 6– 8 months versus years, as historically was the case. This coincides with the philosophy of community-based treatment.

The Arizona State Hospital Advisory Board has operated consistently with the public interest by providing oversight to Hospital activities, budgets and programmatic operations and by supporting Hospital initiatives to ensure appropriate levels of funding.

The Arizona State Hospital Advisory Board has not found it necessary to promulgate administrative rules, however, pursuant to A.R.S. §38-431.03(A)(2)(3) & (4), the Arizona State Hospital Advisory Board fully complies with the Arizona open meeting laws and all Advisory Board meetings are posted to provide the public with necessary information on meeting location, time and agenda. The Arizona State Hospital Advisory Board is assisted in the performance of its duties by one part-time Assistant Attorney General.

Attempts to address deficiencies in statute:

The Arizona State Hospital Advisory Board has supported several changes in applicable statutes since its inception and some of the most important legislative changes included the following:

- Supported legislation for construction of the new adult civil and adolescent facilities, and renovation of the existing facilities to serve the forensic population;
- Supported legislation to establish wait lists when funded capacity is reached in any population category;
- Supported legislation to cover increases in atypical psychotropic medication costs;
- Supported Hospital requests for funding to provide Hepatitis C treatment to all patients in FY 2003 – 2004 – 2005 (\$2.3M)
- Supported Hospital requests for staffing funding, new PXIS Machines (drug dispensing machines to eliminate human error), annualization of current positions for the Sexually Violent Persons program and the new Adolescent Facility;

- Supported legislation to update the Guilty Except Insane (GEI) Statutes to include a 4th PSRB option to deal with those are deemed no longer mentally ill but still dangerous.

The Advisory Board makes the following recommendations

- Supports the Hospital's current legislative efforts to extend or make permanent session law which allows the use of wait lists when funded capacity is reached in any population category, as a critical census management tool that ensures patient and staff safety and allows for provision of active treatment.
- Supports the Hospital's effort to find a solution for the GEI issue in dealing with those who are no longer mentally ill but still dangerous.
- Supports conforming existing statutes to the new HIPAA regulations.
- Supports the Hospital in standardizing evaluation reports for GEIs in line with the RTC forensic patients.

The Advisory Board received a recommendation for continuation for ten years at the October 27, 2003 Sunset Hearing.

The Advisory Board performs a valuable service for the Hospital by providing an open forum to discuss Hospital issues and operations with board members who represent various disciplines (legal, clinical, or consumers involved in the mental health system). This dialogue is extremely helpful for the Hospital and keeps communications open with different facets of the behavioral health community.

Roles and function of the Board, including major activities/projects, accomplishments and obstacles to success.

The Arizona State Hospital Advisory Board convenes at least every two months to receive periodic updates of Hospital operations, budget and activities and to advise the Hospital's CEO / Superintendent and the Deputy Director of Behavioral Health Services in its endeavors to serve its patients.

The Advisory Board is composed of the following thirteen Governor-appointed members:

- < Four members from families of current or former patients at the Hospital;

- < One member who is not a licensed health care provider pursuant to title 32 and who is not an employee of a health care institution
- < One attorney licensed to practice law in Arizona pursuant to Title 32, Chapter 2
- < One former juvenile court judge or commissioner;
- < One former superior court judge or commissioner;
- < One physician who is not a psychiatrist and who is licensed in Arizona pursuant to Title 32, Chapter 13 or 17;
- < One member from the insurance industry;
- < One member from corporate industry;
- < One member from the banking industry; and
- < One member representing a public fiduciary.

The Arizona State Hospital Advisory Board Mission Statement

The Arizona State Hospital Advisory Board is dedicated to assure that the psychological / psychiatric, emotional, physical, economic, financial and spiritual needs of the patients are met by staff during the patients' stay in the Hospital.

The Arizona State Hospital Mission Statement

The mission of the Arizona State Hospital is to restore and enhance the mental health of persons requiring psychiatric services in a safe, therapeutic environment.

Over the past ten years, the Arizona State Hospital Advisory Board has contacted legislators to seek support for building the new Arizona State Hospital Adult Civil and Adolescent Hospitals and renovating existing buildings. In February 2003, the new 200 bed Adult Civil Hospital opened, the culmination of years of advocacy to improve services for the mentally ill. The sustained efforts of the Governor, the legislature, mental health advocates, business and community leaders, families and staff resulted in this state of the art, psychiatric facility coming to fruition.

But the job is not complete. Faced with ongoing financial state-wide budgetary constraints, the funds to renovate the existing Wick and Juniper buildings to accommodate forensic patients was put on permanent hold by the state.

One of the biggest challenges the Hospital faces today is its' growing forensic population. The current forensic buildings were constructed in the 1950's and were never designed to house criminal patients. Without renovation, the Juniper Units (which formerly housed the adult civil population of the Hospital) are unsuitable to house forensic patients due to the lack of appropriate security/safety measures.

Currently, the most dangerous mentally ill forensic patients are housed in the aging Wick building, and require constant repairs. Demand for forensic services continues to grow and long range planning is necessary to accommodate guilty except insane patients whose commitments range from one year to life.

The Arizona State Hospital Advisory Board has actively supported the Hospital's actions to implement wait lists when funded capacity is reached in the various population categories. This one census management tool has been critical to the Hospital in regaining Joint Commission Accreditation on Hospital Organization accreditation status, Medicare reimbursement and meeting federal and state regulatory standards.

Other issues that the Arizona State Hospital Advisory Board has actively supported over the past five years include:

- Recruitment and retention of clinical staff, particularly nurses
- Salary and adequate staffing
- Increasing appropriations or revenue for drug costs (newer generation atypical psychotropic medications, while more expensive than their predecessors, have played a key role in enabling the Hospital to evolve from being a warehousing institution of the 1950's with 1500 patients to being a true treatment facility in 2003 with 338 beds);
- Community services need to grow to meet the demand for 'less restrictive alternative' placements to meet the exit stipulations of the Arnold vs. Sarn litigation agreement, which named the Hospital as one of the defendants.

Vigilant Advisory Board oversight helps guide the Hospital to stay on course in meeting the objectives of the Hospital's stated goals and in providing competent services to its vulnerable seriously mentally ill patients.

The Arizona State Hospital Advisory Board does not have a budget, per se. The Hospital supports its activities by providing meeting facilities and the services of the Hospital to record the meeting minutes of the Board and coordinate meetings. There are no full-time employees. In-kind contributions from the Hospital and the Attorney General's Office include the hours devoted by the Superintendent, the Chief Operations Officer, the Community Relations Office, Administrative Assistant III and the Assistant Attorney General.

Identification of needs

The Arizona State Hospital Advisory Board is instrumental in identifying problems in delivery of service to the patients committed to the Hospital's care and in alerting elected officials and leaders to the needs of the Hospital. These needs relate to facilities, maintenance, staffing, program services and policies, as well as advocating for adequate funding to provide active treatment and services to the patients court-ordered to the Hospital because they are a danger to themselves or others.

These patients are not generally in positions to advocate for themselves, due to their vulnerability and serious mental illness. Education of persons in policy making positions is a critical activity of the Arizona State Hospital Advisory Board. Mental illness is easily misunderstood or overlooked in society; the Board helps the Hospital fulfill its mission by informing policy makers of the needs, the mission and the goals of the Hospital.

Advisory Board Objectives and anticipated accomplishments

The Arizona State Hospital Advisory Board continues to provide oversight for the Hospital and to assist Hospital personnel in achieving those goals to which they are dedicated. Although the state-wide delivery of services for mentally ill citizens has continued to develop through the identification of needed services and the development of programs to meet those needs, the plight of mentally ill citizens continues to necessitate active involvement.

During the past ten years, the Advisory Board accomplished many statutory and personal objectives to achieve significant progress. was noted and specific efforts for attainment will continue.

- < Monitored the quality of inpatient care and treatment to ensure the psychological, biological, socio-economic and spiritual needs of the patients were met.
- < Identified specific issues on which the Advisory Board could have a positive impact. These issues included, but were not limited to: 1) the continuum of patient care; 2) the patient census; 3) legislative issues and supporting appropriations to fund a new state hospital facility, new generation psychotropic medications and increased funding for mental health services; 4) patient advocacy and 5) building renovation of existing facilities.
- < Coordinated closely with Hospital administration in problem solving, addressing both positive and negative issues and discussed proposed changes; these included reviewing, approving and/or advocating for the following:
 1. The Hospital's changing role in the state-wide mental health system;

2. Law 2000, Chapter 1, HB 2019 which appropriates \$80 million to build a new 200 bed civil facility, a new 16 bed adolescent facility and to renovate existing treatment units for a forensic hospital;
3. Notification to the Office of the Governor alerting the Office of the Advisory Board's concerns regarding changes in the state-wide mental health system and its potential effect on the Hospital; specific concerns addressed meeting the requirements as specified in the Arnold vs. Sarn lawsuit;
4. Advising and consulting with the Deputy Director of Behavioral Health Services and the Chief Executive Officer / Superintendent of the Hospital on the implementation of the exit criteria stipulations.
5. Strategies to end litigation in the Arnold vs. Sarn lawsuit and subsequent exit stipulation criteria;
6. Strongly opposed downsizing plan of the mid-1990's which resulted in loss of Medicare certification status for the Hospital;
7. Monitors appropriate use of deed restrictions to the Hospital Campus;
8. Participated in Mental Health Task Force updates and recommendations on the existing Hospital and new facilities for the civil, forensic, juvenile and SVP programs;
9. Regaining JCAHO accreditation and HCFA Medicare certification;
10. Opening of the Community Reintegration Program for Guilty Except Insane patients;
11. Collaborative Regional Behavioral Health Authorities (RBHAs) agreements;
12. Monitors staff hiring and retention efforts;
13. Installation of a new computer system to support electronic medical records;
14. Census capacity issues;
15. Attempts to amend the death row inmate statutes to commute the sentence to life in prison without the possibility of parole;
16. Adoption of the Hospital's 5 year strategic plan and goals;

17. Resolution adopted in support of the medical care professionals to adhere to their professional standards;
18. Employee satisfaction surveys;
19. Performance improvement initiatives;
20. Medical staff by-laws revisions;
21. Hospital legislative sunset review;
22. Participated in the design-build focus groups on new Hospital design
22. A member from the Arizona State Hospital Advisory Board sat on the ASH Capital Construction Commission
23. Attended and participated in the Hospital's Patients' Rights Committee meetings as requested and monitored compliance with patients' rights;
24. Continued to support Hospital-based and community-based education programs and activities to enhance the community's awareness of the Hospital and the needs of patients served;
25. Protecting the rights and interests of Hospital patients.
26. Lobbying the legislature, special interest groups and individuals to ensure the Hospital's goals are met.
27. Advising and consulting with the Deputy Director of Behavioral Health Services and the Chief Executive Officer / Superintendent of the Hospital on matters related to the role of the Hospital; on the achievement of that role; on issues related to Hospital facilities, maintenance, programs, services and policies; on budgetary issues; and on coordination of services with community-based service providers.

The Arizona State Hospital Advisory Board is confident that continued energies and resources will be expended to achieve a continually improving delivery system for mental health services and is prepared to continue to serve as the appointed advocacy group to ensure quality care and treatment for those special mentally ill individuals treated at the Hospital.

The commitment of the members of the Arizona State Hospital Advisory Board is not limited solely to the attainment of the established goals and objectives. The memberships' investment of personal time and energy is dedicated to improving the quality of life for the seriously mentally ill patients at the Hospital and to insuring the

continuity of community services, care and treatment after patients are discharged from the Hospital.

Hospital personnel, together with the Department of Health Services and the Arizona State Hospital Advisory Board, have continued to strive to improve the quality of life for those individuals requiring specialized mental health services and have continued to support the special legislative interest in the condition of the Hospital's physical environment. With continued interest and support, each year will result in significant changes and improvements in the Hospital and the health care delivery systems serving the mentally ill throughout the state.

A major role of the Advisory Board is to keep the public and policy makers informed of the innovative programs and methods to improve conditions for the Hospital's client patients and of the future needs to meet the demands for mental health services. By engaging the oversight of dedicated professionals, including former judges, public fiduciary, attorney, physician, family members, and members of the business, banking and insurance industries, through participation in the Arizona State Hospital Advisory Board, the Hospital receives the benefit of objective community interaction.

If you have any questions, please contact me at 602-417-4510.

Sincerely,

Bonnie Marsh, BSN, M.A., Chairperson
Arizona State Hospital Advisory Board

BJM:JBS:bb

Cc: Representative Deb Gullett, Arizona House of Representatives
Pete Wertheim, House Health Analyst
Catherine R. Eden, Director of Arizona Department of Health Services
Leslie Schwalbe, Deputy Director Behavioral Health Services
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